



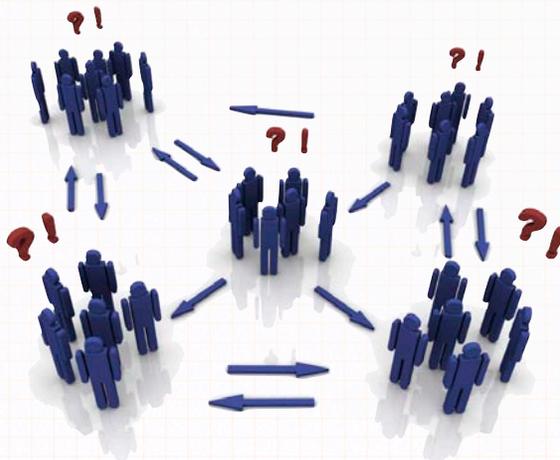
# User Stories

Mike Cohn

Norwegian Developer's Conference  
6 June 2012

## What problem do stories address?

- Software requirements is a communication problem
- Those who want the software must communicate with those who will build it



# Balance is critical

- If either side dominates, the business loses
- If the business side dominates...
  - ...functionality and dates are mandated with little regard for reality or whether the developers understand the requirements
- If the developers dominate...
  - ...technical jargon replaces the language of the business and developers lose the opportunity to learn from listening



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# Resource allocation

- We need a way of working together so that resource allocation becomes a shared problem
- Project fails when the problem of resource allocation falls too far to one side



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# Responsibility for resource allocation

## If developers are responsible...

- May trade quality for additional features
- May only partially implement a feature
- May solely make decisions that should involve the business

## If the business is responsible...

- Lengthy upfront requirements negotiation and signoff
- Features are progressively dropped as the deadline nears



# Imperfect schedules

- We cannot perfectly predict a software schedule
  - As users see the software, they come up with new ideas
  - Too many intangibles
  - Developers have a notoriously hard time estimating
- If we can't perfectly predict a schedule, we can't perfectly say what will be delivered



# So what do we do?

We make decisions based on the information we have

...but do it often

Rather than making one all-encompassing set of decisions

...we spread decision-making across the project

This is where user stories come in



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## Agenda

- What stories are
- Writing user stories
- Why user stories



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# Three Cs

## Card

- Stories are traditionally written on note cards.
- Cards may be annotated with estimates, notes, etc.

## Conversation

- Details behind the story come out during conversations with product owner

## Confirmation

- Acceptance tests confirm a story was coded correctly



Source: XP Magazine 8/30/01, Ron Jeffries.

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# Samples from a travel website

As a user, I want to reserve a hotel room.

As a vacation traveler, I want to see photos of the hotels.

As a user, I want to cancel a reservation.

As a frequent flyer, I want to rebook a past trip so that I save time booking trips I take often.



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# Where are the details?

- As a user, I can cancel a reservation.
  - Does the user get a full or partial refund?
    - Is the refund to her credit card or is it site credit?
  - How far ahead must the reservation be cancelled?
    - Is that the same for all hotels?
    - For all site visitors? Can frequent travelers cancel later?
  - Is a confirmation provided to the user?
    - How?



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# Details as conditions of satisfaction

*As a user, I can  
cancel a reservation.*

- The product owner's conditions of satisfaction can be added to a story
- These are essentially tests

- Verify that a premium member can cancel the same day without a fee.
- Verify that a non-premium member is charged 10% for a same-day cancellation.
- Verify that an email confirmation is sent.
- Verify that the hotel is notified of any cancellation.



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## Details added in smaller sub-stories

As a user, I can cancel a reservation.

As a premium site member, I can cancel a reservation up to the last minute.

As a non-premium member, I can cancel up to 24 hours in advance.

As a site visitor, I am emailed a confirmation of any cancelled reservation.



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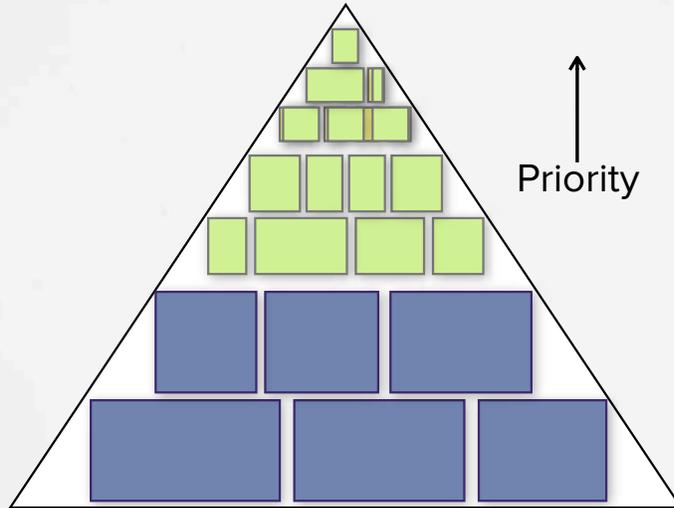
## Techniques can be combined

- These approaches are not mutually exclusive
- Write stories at an appropriate level
- By the time it's implemented, each story will have conditions of satisfaction associated with it



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# The product backlog iceberg



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# Some additional useful terms

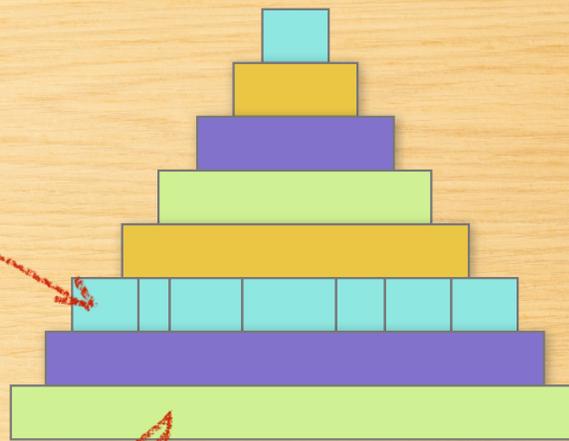
## Theme

A collection of related user stories



## Epic

A large user story



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# An example

As a VP Marketing, I want to review the performance of historical promotional campaigns so that I can identify and repeat profitable ones.

Clearly an epic

As a VP Marketing, I want to select the timeframe to use when reviewing the performance of past promotional campaigns, so that ...

Epics???

As a VP Marketing, I can select which type of campaigns (direct mail, TV, email, radio, etc.) to include when reviewing the performance of past ...



As a VP Marketing, I want to see information on **direct mailings** when reviewing historical campaigns.

As a VP Marketing, I want to see information on **TV ads** when reviewing historical campaigns.

As a VP Marketing, I want to see information on **email ads** when reviewing historical campaigns.



# Agenda

- What stories are
- Writing user stories
- Why user stories



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## Logging in

- See how many user stories you can write about logging in.
- Examples:
  - As a registered user, I am required to log in so that I can access the system.
  - As a forgetful user, I can request a password reminder so that I can log in if I forget mine.

“As a <user role>, I <want/need/can/etc> <goal> so that <reason>.”



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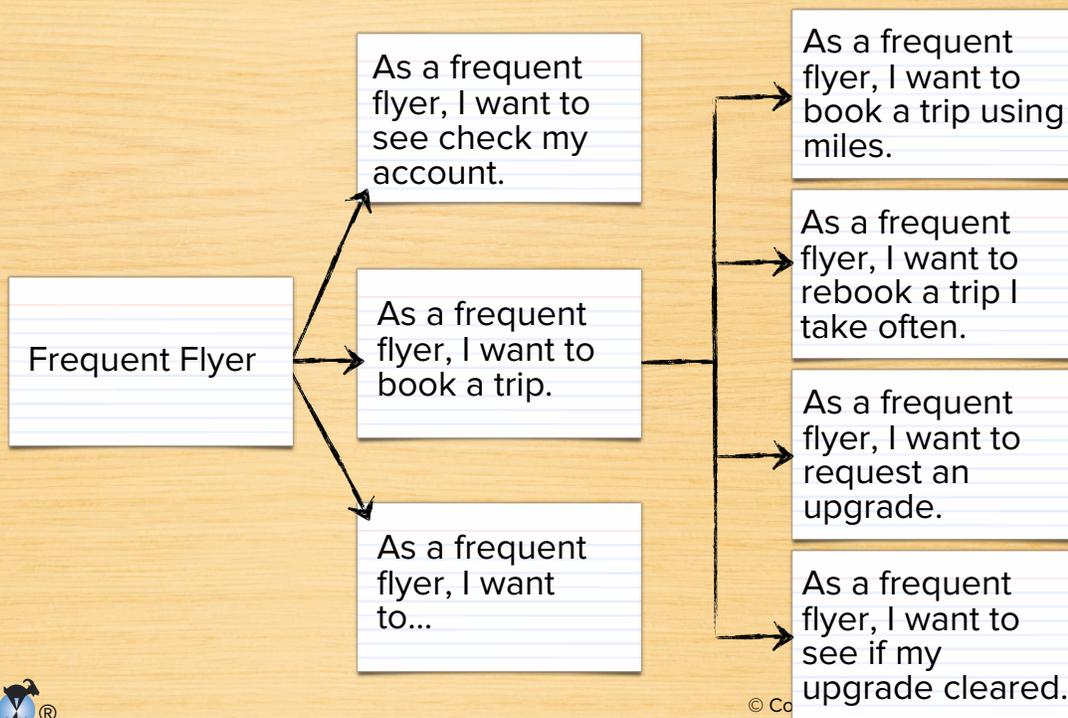
# Story-writing workshops

- Includes whole team plus possibly some external stakeholders
- Typically not done every sprint
- Brainstorm to generate stories
- Goal is to write as many stories as possible
  - Some will be “implementation ready”
  - Others will be epics
- No prioritization at this point



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# Start with epics and iterate



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# Agenda

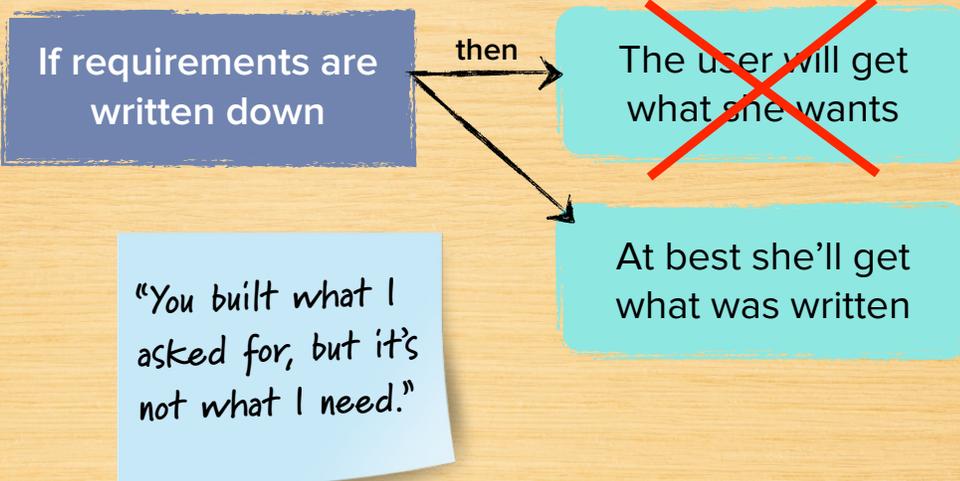
- What stories are
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## So why user stories?

- Shift focus from writing to talking



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# Words are imprecise

Entrée comes with soup or salad and bread.

## Which is right?

- (Soup or Salad) and Bread
- (Soup) or (Salad and Bread)



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# Examples

The user can enter a name. It can be 127 characters.

- Must the user enter a name?
- Can it be other than 127 chars?

The system should prominently display a warning message whenever the user enters invalid data.

- What does should mean?
- What does prominently display mean?
- Is invalid data defined elsewhere?



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## Additional reasons

- Stories are understandable
  - Developers and customers understand them
  - People are better able to remember events if they are organized into stories<sup>†</sup>
- Support and encourage iterative development
  - Can easily start with epics and disaggregate closer to development time

<sup>†</sup>Bower, Black, and Turner. 1979.  
*Scripts in Memory for Text.*



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## Yet more reasons

- Stories are the right size for planning
- Stories support opportunistic development
  - We design solutions by moving opportunistically between top-down and bottom-up approaches<sup>†</sup>
- Stories support participatory design

<sup>†</sup>Guindon. 1990. *Designing the Design Process.*



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# What if we had stories instead?



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## Most importantly...

**Don't forget the purpose**

The story text we write on cards is less important than the conversations we have.



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# Upcoming courses in Oslo

Date	Course
3–4 September	Certified ScrumMaster
5–6 September	Certified Scrum Product Owner
3–4 December	Certified ScrumMaster
5–6 December	Certified Scrum Product Owner

Information and  
registration at  
[www.programutvikling.no](http://www.programutvikling.no)



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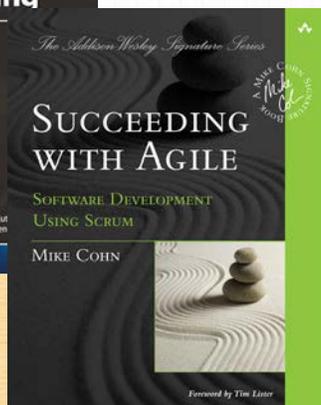
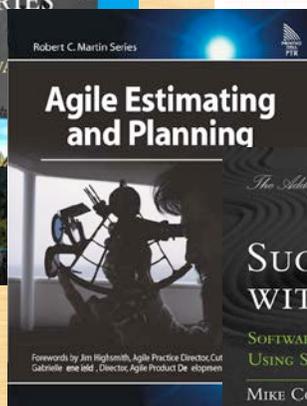
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